

- Capital requests that derive from identified needs, such as from a capital asset management system; capital needs assessments; business and strategic plans; legal and regulatory requirements; and request from citizen groups and task forces
- Project detail for each capital request
- Prioritization of capital projects based on established criteria
- Forecasts of appropriations or expenditures for proposed capital projects
- Forecasts of funding for the proposed projects
- Estimates of the impact to the operating budget for each project
- First year represents the capital budget for the upcoming fiscal year, and new projects typically enter in the final year of the plan

Dr. Vogt pointed out that the capital improvement priorities published in the plan are subject to change. Emergencies, unforeseen circumstances, a change in mission for the organization, and availability of resources can affect the ranked order of projects. A strong capital improvement program recognizes and responds to changing circumstances that can alter the authorization, budgeting, and implementation of projects listed in the capital improvement plan.

Identifying Capital Needs

Strong capital improvement programs are built on existing planning activities within the organization. In Wake County's presentation to the Committee, they cited a Comprehensive Master Planning process as the foundation for their CIP. For particular county functions, Wake County staff work with task forces, elected officials, and professional consultants to identify the future mission of county departments, expected service levels, and facilities needs to meet departmental missions. For example, Wake County has developed a 30-year Master Plan for the courts and a 7-year Master Plan for the libraries. Wake County also has county-wide master plans for roof replacements and mechanical system replacements.

The City of Winston-Salem uses a variety of existing plans on which to build their CIP. Types of plans used include: the City Council's 4-year Strategic Plan, the Comprehensive Long-Range Development Plan, the Recreation Center/Park Locator Model, the Fire State Locator Model, and the 5-year Housing Plan. Prior to updating the capital improvement plan, the city staff review all